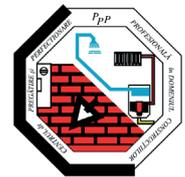




## Improving Quality Assurance of EU-Project Management in VET Sector

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# Curriculum Basic Training



Lifelong  
Learning  
Programme

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## **1. Introduction**

This curriculum for a basic training course that focuses on EU Project Management is a result of the transnational cooperation of all partners that are involved in the Leonardo Da Vinci project "PROVE" (PROject - VET - Europe: Improving Quality Assurance of EU Project Management in VET Sector) implemented in the period 2012-2014. All nine partner organisations from eight European countries (BE, BG, CH, CY, DE, HU, LT, RO) are strongly involved in the field of EU Project Management. The partners are training providers, service providers working within EU Project Management, consulting companies and non-profit organisations. All partners share great experience in actively working with EU projects. Their EU project experience ranges from several years to several decades.

The basic training curriculum is aimed at individuals and organisations who are active in the management of EU projects in an early phase, e.g. one to two years, or who plan to be active in the field of EU Project Management. It provides recommendations on contents that prepare for the tasks occurring in EU Project Management.

Since PROVE was originally designed as a Leonardo Da Vinci project the basic training curriculum is especially relevant for the Vocational Education and Training (VET) sector. It addresses people in the labour market.

The presented result is based on the analysis of the exchange of experiences, discussions, research and a survey (more than 580 responded questionnaires from more than 70 countries worldwide, 35 of them from European countries).

## 2. Structure of the Curriculum

The contents should be conveyed in training with the duration of at least 5 days (40 training units). In order to guarantee a high quality, the training unit may not be set below this minimum.

Within this document a distinction has been made between two categories of contents that are relevant for a successful EU Project Management.

The first category consists of essential basic know-how regarding the challenges of EU Project Management. This basic know-how is part of the Curriculum for a basic training course (2.1).

The second category gives information on additional know-how that is recommended as a reasonable and important addition for EU Project Managers (2.2).

### 2.1 Curriculum for a basic training course

The curriculum for a basic training course provides EU Project Managers with the relevant expertise in order to be able to tackle the tasks they are facing during the course of an EU Project.

The curriculum consists of the following topics:

- Basic Knowledge about EU
- EU Grant Writing
- EU Project Management – Implementation of EU Projects
- Institutional Readiness

When it comes to the topic of *EU Project Management – Implementation of EU Projects*, it is recommended to refer to the “Handbook for EU-Project Managers” (Inspired by the Rosetta Stone) which offers information on different project management methods regarding EU Project Management, e.g. *LFA/PCM*, *PRINCE2®*, *IPMA®*, *PMBOK®*, *ISO 10006* and *ISO 21500*. The “Handbook for EU-Project Managers” is as well a result of the transnational cooperation of all partners that are involved in the Leonardo Da Vinci project “PROVE” (PROject - VET - Europe: Improving Quality Assurance of EU Project Management in VET Sector).

Heading	Core Contents	Learning Goals	Recommended methods
<p>Basic Knowledge about the EU</p>	<ul style="list-style-type: none"> <li>- System of the EU</li>   <li>- EU Policies</li>   <li>- EU Funding System</li> </ul>	<ul style="list-style-type: none"> <li>- Basic understanding of the EU system</li> <li>- Basic understanding of the interaction between different key actors</li>   <li>- Basic understanding of EU policy fields</li> <li>- Basic knowledge about the legal documents of the EU legislation</li> <li>- Basic knowledge of the respective field of policy and the respective documents</li> <li>- Basic knowledge of the relevant websites and the ability to work with them</li>   <li>- Understanding the structure of the funding system and the EU funding programmes</li> <li>- Understanding of the administrative structure in order to be able to use it for proposal elaboration and application</li> <li>- Knowledge of the relevant websites</li> <li>- Ability to work with these websites and to search for suitable funding programmes</li> </ul>	<p>Lectures</p> <p>Practical exercises</p> <p>Group work</p> <p>Individual work/Readings</p>

<p>Grant Writing</p>	<ul style="list-style-type: none"> <li>- Management of Project Cycle</li>   <li>- Partner and Stakeholder</li>   <li>- Elaboration of EU projects in line with EU funding guidelines  <ul style="list-style-type: none"> <li>➔ Logical Framework Approach (LFA)</li> </ul> </li>   <li>- Filling in of application forms</li> </ul>	<ul style="list-style-type: none"> <li>- Understanding of the different phases of a project's life cycle in order to be able to design clear reasonable projects</li> <li>- Understanding of the project's implementation</li>   <li>- Ability to identify partners and stakeholders</li> <li>- Ability to implement a stakeholder analysis</li> <li>- Ability to create a project consortium</li>   <li>- Understanding of the concept of LFA</li> <li>- Ability to use LFA for elaboration of the project and the proposal</li>   <li>- Understanding of the relation between LFA and the application form</li> <li>- Ability to handle the complex application documents</li> <li>- Understanding of the logic of the application form</li> <li>- Ability to fill in the application</li> </ul>	<p>Lectures</p> <p>Case studies</p> <p>Practical exercises</p> <p>Simulations</p> <p>Group work</p> <p>Individual work/Readings</p>
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<p>Grant Writing</p>	<ul style="list-style-type: none"> <li>- Calculation of EU budget estimates</li> <li>- Filling in of budget charts connected to the application</li> </ul>	<ul style="list-style-type: none"> <li>- Basic knowledge regarding EU budgets</li> <li>- Knowledge about eligible and non-eligible costs</li> <li>- Basic knowledge of managing the distribution of the budget to partners</li> <li>- Ability to handle the complex charts</li> <li>- Ability to fill in the budget related parts of the application</li> </ul>	
<p>EU Project Management – Implementation of EU Projects</p>	<ul style="list-style-type: none"> <li>- Management of participating European partners and stakeholders</li> <li>- Management of the project including Monitoring and Controlling</li> </ul>	<ul style="list-style-type: none"> <li>- Knowledge of the challenges and the significance of what it means to be an EU Project Manager working with partners and stakeholders from different countries</li> <li>- Basic knowledge of communication skills (virtual tools / use of interactive tools)</li> <li>- Understanding the necessity of implementing the project in line with the application form / contract</li> <li>- Awareness of the challenges of transnational collaboration and the specific characteristics of EU projects</li> <li>- Basic knowledge of Project</li> </ul>	<p>Lectures</p> <p>Case studies</p> <p>Practical exercises</p> <p>Simulations</p> <p>Group work</p> <p>Individual work/Readings</p>

<p>EU Project Management – Implementation of EU Projects</p>	<ul style="list-style-type: none"> <li>- Basic information on Quality Management / Quality Assurance / Monitoring</li> </ul>	<p>Management tools (e.g. Gantt charts) and methods (e.g. <i>LFA/PCM</i>, <i>PRINCE2®</i>, <i>IPMA®</i>, <i>PMBOK®</i>, <i>ISO 10006</i> and <i>ISO 21500</i>)</p> <ul style="list-style-type: none"> <li>- Ability to monitor the progress of a project</li> <li>- Implementation and accompanying of transnational work groups</li> <li>- Ability to manage work packages</li> <li>- Knowledge of how to plan, organise and implement transnational meetings (kick-off meetings, interim meetings, final meetings), face-to-face and online</li> </ul> <ul style="list-style-type: none"> <li>- Basic understanding of the terminology used within Quality Assurance</li> <li>- Basic knowledge of the implementation of a system for Quality Assurance / Monitoring</li> <li>- Basic understanding of the key principles concerning requirements of evaluation processes within EU projects</li> </ul>	<p>Lectures</p> <p>Case studies</p> <p>Practical exercises</p> <p>Simulations</p> <p>Group work</p> <p>Individual work/readings</p>
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<p>EU Project Management – Implementation of EU Projects</p>	<ul style="list-style-type: none"> <li>- Basic information regarding Financial Management</li>   <li>- Reporting</li>   <li>- Valorisation / Dissemination / Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>- Knowledge of basic EU rules for calculating EU projects (eligible and non-eligible costs)</li> <li>- Basic knowledge needed for the preparation of the proof of use (including receipts, invoices etc.)</li> <li>- Basic knowledge of financial reports</li>   <li>- Understanding of differences between various types of reports (e.g. interim report, final report)</li> <li>- Understanding of the structure of reports and information</li> <li>- Ability to prepare formally correct reports</li> <li>- Awareness of the necessity to constantly communicate with the European Commission or National / European Agencies</li>   <li>- Basic understanding of the terminology used within Valorisation, Dissemination and Sustainability</li> <li>- Basic knowledge on elaborating a Valorisation plan, a Dissemination plan and a Sustainability plan</li> <li>- Ability to implement these plans</li> </ul>	<p>Lectures</p> <p>Case studies</p> <p>Practical exercises</p> <p>Simulations</p> <p>Group work</p> <p>Individual work/Readings</p>
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<p>Institutional Readiness</p>	<ul style="list-style-type: none"> <li>- Concept of Institutional Readiness</li> </ul>	<ul style="list-style-type: none"> <li>- Understanding of Institutional Readiness:             <ul style="list-style-type: none"> <li>• Terminology</li> <li>• Concept</li> <li>• Relevance</li> </ul> </li> <li>- Ability to identify strengths and weaknesses of an institution regarding its maturity to be able to implement EU projects</li> <li>- Rising awareness for the importance of the additional know-how / experience of an EU Project Manager (see part 2.2):             <ul style="list-style-type: none"> <li>• Soft Skills</li> <li>• Intercultural Competencies</li> <li>• Facilitation Skills</li> <li>• Virtual communication</li> <li>• English Skills</li> <li>• Project Management Approaches</li> <li>• Evaluation and Monitoring</li> <li>• Quality Management / Quality Assurance</li> </ul> </li> </ul>	<p>Lectures</p> <p>Case studies</p> <p>Practical exercises</p> <p>Simulations</p> <p>Group work</p> <p>Individual work/readings</p>
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## **2.2 Additional Know-how**

This category contains recommendations for additional know-how that is considered to be important for EU Project Managers. This know-how is not part of the curriculum for a basic training course. Nevertheless, it is an important part of the curriculum to raise the awareness of the necessity for this additional know-how.

The following recommendations concern formal knowledge (i.e. project management methods) as well as informal knowledge (i.e. facilitation of decision-making processes).

### **Soft Skills**

Even though Soft Skills tend to be neglected, the focus lies mainly on formal competencies. They are considered crucial for successful management of EU projects. An EU Project Manager needs to deal with numerous situations throughout the project's lifetime. Appropriate interaction is only possible when Soft Skills are given and used.

### **Intercultural Competencies**

As the partners and stakeholders may come from various cultural backgrounds and some conflicts related to cultural issues may occur, intercultural competencies are considered to be helpful for a good working environment.

### **Facilitation Skills**

Work meetings on smaller and larger scales need to be facilitated. A successful meeting requires the ability to implement different methods. During the project's lifetime a variety of different challenging situations occur while at the same time different people with different ways of working need to cooperate and find joint solutions. For the respective situations and the respective persons involved, the appropriate method should be adopted. Some basic methods are brainstorming or working with moderation boards. More complex methods for example the formats, *World Café* and *Open Space* are also considered to be suitable methods of facilitation. EU Project Managers should have Facilitation Skills and actively implement these methods.

## **Basic Knowledge of / Experience in Virtual Communication**

In EU projects, knowledge of virtual communication and experience in using virtual communication tools is essential. Due to the fact that partners often are neither in the same place nor in the same country, a professional approach with virtual communication tools such as Adobe Connect and Google Drive is recommended.

## **English Skills**

As partners in EU projects normally do not share the same mother-tongue, a certain level of written and oral English is essential to enable clear communication. Furthermore the ability to work with people with varying levels of English is also seen as a prerequisite for successful EU Project Management.

## **Basic Knowledge of Project Management Approaches**

There are various Project Management Approaches, e.g. *LFA/PCM*, *PRINCE2®*, *IPMA®*, *PMBOK®*, *ISO 10006* and *ISO 21500*. A basic knowledge regarding one or several Project Management Approaches is mandatory. In order to manage complex EU projects it is recommended to have a deeper knowledge of at least one Project Management Method, e.g. at the level of certification.

## **Basic Knowledge of / Experience in Monitoring and Evaluation**

Monitoring and Evaluation is a crucial part of EU projects.

Project Managers are supposed to develop Objectively Verifiable Indicators (OVI's) in relation to the problems 'end-users' are facing in their lives. The 'end-users' will later report on the elimination of these problems in the course of the project. A specialised training is required for Project Managers to develop a fully fledged monitoring system stipulating those Objectives (Results/ Outcomes) and Assumptions, both with Indicators that need to be monitored, including the schedule and way of data collection, analysis and interpretation, reporting, dissemination and adoption of learnt lessons.

Knowledge of different forms of Evaluation and the experience of having worked with them is considered to be helpful for implementing EU projects. The following forms of Evaluation are used: "Process Oriented Evaluation", "Empiric Scientific Evaluation" and "Product Evaluation". In order for the consortium to conduct an

Evaluation, experience and a sound knowledge thereof is essential. If an EU Project Manager lacks this knowledge and experience the Evaluation can be conducted by an external institution.

### **Basic Knowledge of / Experience in Quality Management / Quality Assurance**

For guaranteeing Quality Management and Quality Assurance the knowledge of at least one quality management system and the ability to apply it, eg. ISO 9001 should exist.

